

# Metropolitan Area Planning Council

## Fiscal 2023-2024 Work Plan

### INTRODUCTION

The Metropolitan Area Planning Council (MAPC) adopted its **Strategic Plan** in October of 2015. The plan sets forth four Strategic Priorities in the areas of **smart growth**, **regional collaboration**, **equity**, and **climate change**. Since that time, we adopted our new regional land use and policy plan, *MetroCommon2050*, in November 2021; and we are soon to embark on a new strategic planning process for the agency, including a Diversity, Equity & Inclusion Assessment. However, the four strategic priorities remain in place, and are the guiding objectives for this annual work plan.

MAPC's Strategic Priority definitions are:

- A. Encourage development and preservation consistent with **smart growth** principles, especially by increasing housing production, promoting innovative transportation solutions, and encouraging mixed-use development near various forms of transit.
- B. Partner with our cities and towns to promote **regional collaboration**, enhance effectiveness, and increase efficiency.
- C. Play a leading role in helping the region to achieve greater **equity**.
- D. Help the region reduce greenhouse gas emissions and adapt to the physical, environmental, and social impacts of **climate change** and natural hazards.

The full Strategic Plan is available at [mapc.org/about-mapc/work-plans-strategic-plan](https://mapc.org/about-mapc/work-plans-strategic-plan). MAPC uses these Strategic Priorities to focus our efforts toward implementing **MetroCommon 2050**. MetroCommon 2050 includes a set of actions that local and state government can take to improve the region over time. MetroCommon focuses on challenges and opportunities that are bigger than any one place. And it looks at how those issues are connected. MetroCommon 2050 goals are meant to describe what residents want life in the region to be like in the year 2050. They are intended to be bold, yet achievable. The goals are:

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**Economic Prosperity:** Greater Boston’s economy benefits all in the region.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

This document outlines **MAPC’s Fiscal 2023 Work Plan**, which covers July 1, 2023 through June 30, 2024. At the beginning of their section, departments note the [MetroCommon 2050 goals](#) they intend to advance. After each strategy, a parenthetical reference in red indicates the Strategic Priorities, which that strategy seeks to address. Please note that the Work Plan does not include every program or project that each department implements, but rather the key strategic priorities, which the department will undertake in the upcoming Fiscal Year.

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## ARTS AND CULTURE

### MetroCommon 2050 Connections

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**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

#### **Create a regional ecosystem where arts and culture can thrive.**

- Remove barriers to arts and cultural development in our cities and towns; facilitate inclusion of public art and cultural space in publicly owned properties, landscapes, and new developments and infrastructure. (A,C)
- Support implementation and expansion of a regional arts and culture policy agenda that mitigates displacement of cultural and creative workspace through new public policies and funding, education, technical assistance, and data expansion and promotes arts and culture resilience and public realm activation. (A,B,C)
- Research and advocate for equitable access to wealth and capital within the arts and culture sector. Integrate the prosperity of the creative sector into state agency and municipal economic development strategies. (A,C)

- Establish qualitative and quantitative regional data practices for data collection, analysis, and evaluation for arts and cultural conditions. (B)

**Connect artists and arts and culture into civic life and planning processes.**

- Create and manage projects that build the capacity of municipalities, public entities, artists, and arts and culture organizations and embed arts and culture into municipal priorities. (A,B,C)
- Build regional capacity for collaborations at the intersection of arts, culture, planning, and community development (e.g., cultural facilities, culture and climate resilience, and equity in historic and cultural preservation) through convenings, educational programs, workshops and webinars. (A,B)
- Develop methods for incorporating innovative qualitative data, art-based engagement, and cultural asset data as components of planning processes in collaboration with Data Services and Community Engagement. (B,C)
- Educate and engage artists, arts and culture organizations, and other stakeholders to advance local and state policy priorities and their impacts. (B,C)

**Advance diversity, equity, and inclusion in the region through arts and culture initiatives.**

- Expand visibility and awareness of the region's diverse racial, immigrant, and indigenous communities in cultural planning, art commissions, historic preservation, and creative placemaking with an emphasis on making commemorations of major historic milestones across the region more equitable and inclusive. (C)
- Increase the number of projects that partner with artists of color and community-based organizations serving communities of color to build accountability with a broader set of stakeholders in the region. (C)
- Integrate values and methods from public history and public humanities into planning and implementation projects. Use these efforts to shift and expand narratives around community assets and advance equitable preservation and commemoration within projects. (C)
- Expand engagement methods and avenues of data collection to broaden participation within communities across demographics including age, race, nativity, language, and ability. (C)

**Embed the Arts & Culture Department as a core practice area within MAPC.**

- Develop creative and effective communications about affordable and mixed-income housing as a part of the implementation of Section 3A of MGL Chapter 40A and incorporate the needs of the arts and culture sector in planning for new housing development. (A)
- Advance initiatives and support cross-agency work that build partnerships with Native American tribes in New England and serve the indigenous individuals and communities that live, work and hold cultural connections in the MAPC region. (C,D)
- Collaborate with the Land Use Department and state and non-profit partners to expand work on historic preservation, cultural asset mapping, and increase equity in historic preservation and interpretation. The departments will partner on local surveys and municipal preservation plans as well as regional efforts that expand administrative capacity, expertise for advancing preservation goals, and collaboration across municipal boundaries. The Departments will pursue a variety of funding sources to support the work (e.g., Mass

Historical Commission, National Park Service, National Endowment for the Humanities, etc.). (B,C)

- Collaborate with MAPC's subregional coordinators as well as the Public Health, Clean Energy, Land Use, Environment, and Transportation Departments to integrate arts and culture into other agency priorities such as the Landline Regional Greenway and other transportation initiatives, reparative economic development programs, housing initiatives, and climate resilience and public health projects. (B,C)

## CLEAN ENERGY

### MetroCommon 2050 Connections

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### Strategic Goals

**Deepen the Clean Energy Department's work and regional impact on equity-centered climate planning and program, policy, and project implementation.**

- Lead the implementation of the Climate Pollution Reduction Grant (CPRG) for the Boston MSA, developing the region's first climate action plan and centering Justice40 communities in the process and outcomes. (A,B,C,D)
- Provide communities with technical assistance to develop climate action plans and pursue implementation using the MAPC's Net Zero Playbook and Equity Framework, accessible engagement, and multi-municipal implementation models. (A,B,C,D)
- Update and improve existing tools (e.g., GHG inventory tool) and develop new tools to support communities' efforts to analyze and track their climate mitigation progress and to streamline analysis and save municipalities time and cost. (A,B,C,D)
- Support the roll-out of the Green Communities 2.0 program, including developing municipal net zero operations plans and supporting scoping for net zero plans via the state's Regional Energy Planning Assistance (REPA) program. (A,B,C,D)
- Meaningfully partner with, and encourage municipalities to partner with, community-based organizations to increase the engagement and decision-making opportunities that center the needs and priorities of Environmental Justice communities. (C,D)

**Help municipalities electrify and decarbonize buildings they control while supporting incentives or mandates to electrify buildings they don't control.**

- Educate and provide resources for cities and towns to adopt the new Specialized Stretch Energy Code. Combine this outreach with support on residential and commercial energy efficiency and decarbonization resources, particularly for low- and moderate-income households and affordable housing providers. (A,B,C,D)
- Provide technical assistance to communities to facilitate municipal adoption of building policies, zoning ordinances, design guidelines, and permitting reforms that promote equitable building decarbonization (i.e., policies that reduce energy, pollution burdens in EJ communities while driving elimination of fossil fuels in buildings). (A,C,D)
- Engage with Department of Energy and Resources (DOER) on the roll-out of the 10 fossil-fuel free communities pilot program to help ensure that municipalities can share their progress on implementation with each other and are supported in developing more affordable and fossil fuel-free housing in their communities and through the program. (A,C,D)
- Collaborate with MAPC's Housing team to research and provide communications support, research-based evidence, and case studies to municipalities and partners that support developing housing that is both highly efficient and affordable. (A,C)

**Ensure that clean and renewable energy supply is abundant, accessible, and affordable for everyone.**

- Work with state agencies on program development and resource and information sharing that support municipal renewable energy development, energy efficiency, and demand reduction programs that benefit all residents. (C,D)
- Encourage municipalities to add new renewable energy and support their community-based solar and other programs that allow low-income households and renters to participate. (C,D)
- Support municipal implementation of MAPC's Green Municipal Aggregation (GMA) model through enhanced guidance, resources, and direct technical assistance, including exploring models that subsidize lower-income households to participate in 100% renewable energy options (B,C,D)
- Accelerate the reduction of gas leaks and the transition away from natural gas infrastructure through activities such as the Multi-Town Gas Leaks Initiative and policy and regulatory processes related to a future of clean heat (B,C,D)
- Educate municipalities on innovative ways to save money, energy, and GHG emissions through programs responsive to the electric grid's real-time status, such as peak demand programs, solar and storage, and microgrids for resilience and economic benefit. (D)

**Accelerate clean mobility efforts and funding to electrify vehicles, school buses, municipal fleets, and cargo bikes and build out access to charging infrastructure, in ways that focus on lower-income and renter households, coordinate on these efforts with the Transportation and Municipal Collaboration Departments.**

- Support municipalities and partner organizations in planning for and installing publicly accessible electric vehicle (EV) charging stations, particularly for renters and other residents in denser urban areas and EJ communities who do not have driveways. (C,D)
- Collaborate with municipalities on how to transition the delivery of goods from internal combustion engine vehicles to electrified alternatives, including potentially expanding the City of Boston's electric cargo bike delivery pilot program to other communities. (B,C,D)

- Lead Regional EV Strategy calls to coordinate and fund opportunities around electric vehicle charging infrastructure and municipal fleets, with an emphasis on increasing equitable access to electrified transportation and improving regional infrastructure connectivity. (A,B,C,D)
- Help municipalities who do not own their own school bus fleets research and understand opportunities and implementation pathways for fleet electrification. (C,D)
- Continue to collaborate with MAPC's Transportation and Legal Departments to identify barriers and opportunities to Electric Vehicle Supply Equipment (EVSE) procurement at the local level and advance new solutions. (C,D)

**Advance strategies and partnerships focused on extreme temperatures to reduce energy burdens and improve health outcomes for low-and-moderate income residents and communities of color, in coordination with Public Health, Land Use-Housing, and the Arts and Culture Departments.**

- Develop and run the next version of the COVID-safe Cooling Program, with a focus on community-wide strategies and policy advocacy, to ensure that residents who are most vulnerable to extreme temperatures have access to affordable heating and cooling and publicly accessible spaces during severe temperate efforts. (C,D)
- Focus on implementation of community-based strategies for extreme weather that center vulnerable populations and address cumulative public health impacts of heat, air pollution, and systemic racism. Examples include implementing cool roofs, weatherization, and supporting education on avoiding predatory energy supply contracts. (B,C,D)
- Develop model climate zoning language and guidance resources for Metro Mayors Climate Taskforce communities, particularly around extreme heat. Update MAPC Resilient Land Use website. Work with at least one municipality to implement heat resilient zoning ordinance(s). (D)
- Implement the Metro Mayors Climate Taskforce's regional heat preparedness plan that includes public health interventions, climate-smart zoning, and long-term land use planning to mitigate the urban heat island effect. Support and facilitate the Heat Preparedness working group that engages planning, public health and emergency managers. (B,C,D)

**Advocate for clean energy and climate-related goals in state policy and regulation and deployment of federal funds, in coordination with Government Affairs.**

- Advocate for policies that build community capacity to reduce GHG emissions across sectors, provide resilience benefits, and adopt net zero building strategies that also support affordable housing goals. (A,B,C,D)
- Advocate for municipal, climate, and equity priorities within implementation of the 2022-2024 Energy Efficiency Plan via the Energy Efficiency Advisory Council (EEAC), centering underserved populations, the improvement of the Community First Partnership, and deployment of climate-smart measures, such as weatherization, heat pumps, and deep energy retrofits. (B,C,D)
- Support the state's climate action policy development toward meeting its 2030 and 2050 commitments, particularly through the Global Warming Solutions Act Implementation Advisory Committee (GWSA IAC), implementation of the Clean Energy and Climate Plan for

2030, and the Commission on Clean Heat recommendations. Closely coordinate with the state on its CPRG planning process, strategy development, and analysis (A,B,C,D).

- Encourage more equitable grid modernization and rate design in the regulatory realm with the Department of Public Utilities, particularly as utilities develop their Electric Sector Modernization Plans. Participate in the newly formed Grid Modernization Advisory Council representing municipalities. (C)
- Support equitable clean energy and climate policies and financing options for low- and moderate-income households in the newly formed Green Bank and other state and federal policies and programs, including advocating for more robust fuel assistance programs. (C,D)
- Collaborate with Environment Department to advocate for policies that reduce exposure to harm from climate disruption, prioritizing Environmental Justice communities (e.g., ending utility shutoffs, requiring access to cooling/maximum temperature standards). (C,D)
- Support integrating resilience in the state building code and work with the Environment Department to ensure that state stormwater policy incorporates climate projections and increases resilience. (D)

**Expand and promote MAPC’s clean energy and climate work through expanded communications, research efforts, education and outreach, and community partnerships.**

- Continue working with the Economic Development team to implement the clean energy sector elements of the Good Jobs Challenge. Through this and other efforts, advance a diverse clean energy workforce to promote economic recovery and more equitable access to clean energy opportunities and career growth. (B,C,D)
- With the Communications and Environment Departments, develop and amplify a communications strategy to promote the Clean Energy Department’s work, including federal funding opportunities, the CPRG planning process, equitable net zero plan implementation, clean heating and cooling, net zero building code and local ordinances, and extreme heat mitigation. (C,D)
- Refine and continue piloting equity-centered criteria to guide grant applications, project scoping, contracting, community engagement, evaluation, and partnering to advance MetroCommon goals. (C,D)
- Invest in creating and strengthening trusted relationships with community-based organizations focused on climate justice and energy equity. Explore opportunities for future collaboration and better alignment of regional clean energy and climate planning with the needs and priorities of Environmental Justice communities. (B,C,D)

## COMMUNICATIONS

### MetroCommon 2050 Connections

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## Strategic Goals

**Strengthen MAPC's voice and presence in the Boston media market, providing data analysis, policy recommendations, opinions, and thought leadership on issues affecting the region and developing our staff into go-to sources for reporters covering planning and policy issues.**

- Serve as in-house creative team supporting all staff in press, social media, messaging, marketing, visual design, outreach, and digital engagement. Ensure that our work in design, marketing, and social media supports our robust media relations plan goals. (A,B,C,D)
- Place regular opinion, news, and background interviews in both traditional and emerging outlets, including media in languages other than/in addition to English. Expand our media reach beyond the Boston media market to include industry publications such as Streetsblog, Next City, and Planetizen. (A,B,C,D)
- Train and empower more agency staff to perform media interviews in their areas of expertise, with oversight from Communications and agency leadership. Capitalize on their speaking engagements, conference presentations, testimony, and other leadership opportunities to amplify their expertise on social media and in the press. (A,B,C,D)
- Support our policy agenda through strategic communications efforts, including email action alerts, social media engagement, and proactive press, grounded in well-designed materials with a clear call to action. (A,B,C,D)
- Build on the successful re-launch and rebranding of DLTATAP to increase earned media around funded projects, further demonstrating the value of working with MAPC and bringing about ongoing stability in our work.
- In an effort to expand knowledge and advance the implementation *MetroCommon2050*, seek out meetings with editorial boards and key reporters and editors, tap into coverage opportunities that arise due to breaking news, new legislation, or projects in the region, and respond to relevant articles and opinion pieces. (A,B,C,D)
- Implement a press and publicity strategy aligned with the Arts & Culture team's planning and policy goals with the dual purpose of bringing in more arts and culture planning work and identifying projects internally where an arts and culture component adds value.

- Update the press page of the agency website to showcase our recent coverage, make it easier to contact us, and serve as a well-organized repository of all our press releases and statements. (A,B,C,D)
- Nurture our existing media relationships with well-timed, relevant story pitches and create a habit of touching base with new reporters and reporters who cover beats adjacent to our work, so we have a strong press list and relationships we can call on when breaking news arises. (A,B,C,D)
- Spread the word about new work and project milestones and promote organic sharing of our content on social media with frequent, well-written blog posts that call attention to our events, policy goals, research, webinars, grant awards, and technical expertise. (A,B,C,D)
- Deploy a visual design practice focused on our *MetroCommon2050* brand identity across the agency and begin to catalogue our existing assets alongside areas where we need to devote more resources. (A,B,C,D)

**Embed an equity lens across all our work ensuring that MAPC’s written products, visual designs, and digital promotion are open and accessible to all.**

- Review MAPC materials for accessible, understandable language, cultural competency in framing, and diversity in all imagery and visuals; audit our website and digital projects so they adhere to the Commonwealth’s Web Content Accessibility Standards (WCAG).
- Devise easy-to-follow ADA guidelines to empower staff to create accessible documents where it is required and a checklist for products where accessibility presents a best practice. (A,B,C,D)
- Help project managers to analyze the audience for new projects; to develop press, marketing, outreach, and design tasks that flow from that analysis; and to consider the equity ramifications of each communications strategy. (A,B,C,D)
- Invest in updated photography assets for the agency to use in all visual materials across the web, in the press, and within our project materials. This will include professional staff headshots for our staff web page and stock photography to illustrate various project types. (A,B,C,D)
- Revamp our agency website as this serves as our digital “front door” and public-facing entry point to our work.
- Work with Digital Services to create a consistent, collaborative approach to building web products at the agency and bring our two teams together on large projects that need high-quality design and back-end development.
- Support a strong agency culture and create a successful hybrid communications strategy for MAPC and the region, ensuring inclusion and equity remain the forefront goals of every tactic.
- Support staff in successfully performing hybrid work at our office and out in the region, ensuring that our approach to both virtual and in-person events is well-organized, tailored for high audience engagement, and adapted to the right audiences. (A,B,C,D)
- Create an intranet in collaboration with Human Resources to support the agency’s goals of communicating clearly, providing a strong onboarding program, and building a culture and

workplace where staff want to build careers and are equipped to do their best work for our region.

- Streamline requests for our staff time utilizing a platform such as AirTable to intake support requests, modeled after the successful system adopted by Community Engagement last year. (A,B,C,D)
- Support the Operations Team and Managers and Directors in proofreading and formatting of RFP responses and maintain an up-to-date file of the support documents usually required for applications, including resumes, headshots, the agency organizational chart, and our financials and demographics. (A,B,C,D)

## COMMUNITY ENGAGEMENT

### MetroCommon 2050 Connections

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### Lead MAPC and municipal staff in identifying and engaging diverse communities and incorporating their perspectives into the planning process.

- Provide technical assistance, training, and municipal capacity building to MAPC's communities on their community engagement practices and planning projects. (C)
- Grow MAPC staff engagement capacity and improve their community engagement skills, practices, and long-term relationship building with partners by providing guides and trainings and hosting lunchtime discussions. (C)
- Oversee scoping of community engagement elements in MAPC's projects and provide MAPC staff with scoping guidance and training for community engagement. (C)

- Provide guidance and support for implementing language access practices in agency and municipal projects. (C)

**Provide MAPC staff and municipal planning staff with the knowledge and desire to design and implement equitable civic engagement and planning processes.**

- Develop and implement agency-wide Community Engagement standards of practice, including an update to the Community Engagement Guide. (C)
- Implement an evaluation process for MAPC's Community Engagement work to reflect on process, hold the engagement team and agency accountable to equity goals, and to promote continual improvement. (C)
- Research and develop best practices in Community Engagement on topics such as language access, digital engagement platforms, qualitative methods, and hybrid practices. (C)
- Share best practices research and work with MAPC staff and regional stakeholders through the CE newsletter, webinar series, TA projects, and other avenues.

**Provide municipalities resources and implementation support for their diversity, equity and inclusion (DEI) Initiatives.**

- Collaborate and expand on DEI initiatives and processes related to engagement at MAPC. (B)
- Lead DEI initiatives and projects with municipal and regional partners, including the Racial Equity Municipal Action Plan (REMAP) program, the DEI Coalition work, and municipal DEI TA projects. (B,C)
- Offer equitable community engagement trainings and presentations to stakeholders throughout the MAPC region and beyond. (C)

**Create connections with, between, and among community organizations and municipal and regional decision-makers that connect community stakeholders to planning processes and to decision-making processes in their communities.**

- Support the administrative and relationship management of the Subregional Coordination Program and MAPC's council. (B)
- Identify and implement best practices for MAPC and municipal staff to develop partnerships with community-based organizations and other regional stakeholders of MAPC; document and track these relationships. (C)
- Build, nurture, and maintain long-term relationships with key networks, coalitions, and other partners in the region, for example the Massachusetts Immigrant Resources Network, the I-LEAD program, the DEI Coalition, and the Language Access Roundtable, REMAP participants, Commonwealth Seminar, and others. (B)
- Develop a regional Community Engagement Working Group consisting of key stakeholders from around the region. (B)

**Engage regional partners in the implementation of MetroCommon 2050.**

- Support Strategic Initiatives and Government Affairs in developing an engagement plan for MetroCommon 2050 implementation. (B)
- Design and lead outreach to municipal partners, state agencies, elected officials, non-profit organizations, and other key entities to build support and commitment for implementing MetroCommon's recommendations and to build excitement for regional approaches. (B)

## SUBREGIONAL COORDINATION

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### Strategic Goals

**MAPC's Subregional Program encourages two-way communication between MAPC and subregional and local stakeholders; designs innovative project ideas and policy recommendations; fosters membership, relationships, dialogues and programs to advance equity goals across the region; and provides collaborative peer support for planners, local elected officials, and municipal staff.**

- Provide technical support and resources to Subregional Council Members while maintaining a pathway for information gathering and sharing of best practices through regular meetings and ongoing communication. (B,C)
- Create a collaborative and supportive peer environment for local elected officials and municipal staff through coordinated discussions and the development of innovative, multi-municipal projects that will advance equity and sustainability in the region. (A,B,C)
- Build relationships with community organizations and collaborate with them on projects and campaigns that support and empower historically disadvantaged groups.
- Diversify membership and voices on the Subregion Councils by adding new stakeholders from municipalities, institutions, advocacy groups, and community-based organizations; encourage Subregional Councils to focus on programs and policies that will advance equity, and especially racial equity, within and across the Subregions.
- Coordinate leadership development for Subregional Council Members, including participation in MAPC Council meetings, assuming other leadership roles such as Legislative and Executive Committees, participating in the Strategic Planning process, and helping to

implement the goals of *MetroCommon2050*. Fulfill the Subregional Program's responsibilities to the Boston Region MPO by encouraging input in the development of TIP, UPWP, and LRTP.

- Strengthen the Subregional Program by training incoming Subregional Coordinators and creating more opportunities for collaboration across departments and Subregions.
- In FY24, reevaluate subregional boundaries with input from all municipal members.

## DATA SERVICES

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## Strategic Goals

### Produce new data and original analysis on topics of concern to the region.

- Craft a new research agenda informed by the adopted MetroCommon regional plan, which focuses on information and data essential to implementation of the plan. Consult with MAPC staff and external stakeholders (especially members of underrepresented communities) to identify topics of interest and research strategies. (A,B,C,D)
- Coordinate and expand a municipal consortium to support the ongoing production and improvement of MAPC's online rental listings database. Produce frequent data products and analyze the data to provide insight on rental housing trends in light of changing economic circumstances. (A,C)

- Maintain MassBuilds as the go-to open-source resource for development information in the region. Promote its use through collaboration with municipalities, real estate developers, and community-based organizations (A,B)
- Maintain and improve MAPC’s statewide zoning atlas and use it to inform MAPC’s policy positions and planning work. (A,B,C)
- Continue to establish and implement a framework for incorporating rigorous and reproducible qualitative data into MAPC’s research reports and planning projects. (A,C,D)
- Expand our involvement in participatory action research, in which stakeholders and community members—especially members of traditionally underrepresented groups— are involved in scoping, conducting, and interpreting research activities. (A,C,D)
- Advance the infrastructure and tools for aggregating and standardizing data from multiple municipalities (and other local sources) into regional data assets.

**Solidify and expand MAPC’s reputation as the definitive source for socioeconomic, housing, and land use projections for Metro Boston and Massachusetts.**

- Promote MAPC’s new household and housing demand projections and support their incorporation into policy development and local planning work (A,B,D)
- Prepare more detailed scenarios demonstrating the impact of alternative land use policies on Vehicle Miles Traveled (VMT) and transportation GHG. Study the impact of regional, municipal, and sub-municipal growth patterns, parking and other pricing policies, auto ownership costs, and other variables. (A,D)

**Design, build, and maintain digital tools that inform the agency’s work, improve the effectiveness of local government, and involve more people in planning decisions.**

- Strategically increase our capacity for “data storytelling” through project websites, interactive and intuitive maps, short-form data visualizations, and research publications. (A,B,C,D)
- Expand our capacity to collect data efficiently and rigorously from online sources, distributed sensors, and stakeholder surveys in order to supplement more formalized data sources. (A,B,C,D)
- Reevaluate the purpose and target audience for the Metro Boston DataCommon and identify a development roadmap for increasing the utility of the site. (A,B,C)
- Support the digital tools and services that are providing documented value to external partners. The portfolio of active digital applications includes the DataCommon, MassBuilds, Peak Demand Alerts, Trailmap, and Rental Listings database. (A,C,D)
- Democratize access to trails data by prioritizing and implementing new features for our Trailmap application; improving the user experience and functionality of our “Landline” regional greenways vision website; and by collaborating with other RPAs to implement a statewide trails data standard and structure for collaborative data management and publication. (A,C,D)
- Support regional data sharing among arts and culture planners by developing tools to empower digital cultural facilities inventories, including the MakingSpace data platform for Boston Cambridge and Somerville.
- Assist municipalities with the selection and procurement of software and digital services that will improve municipal efficiency and effectiveness. (B)

**Provide high-quality data, mapping, and analytical services for MAPC planning projects and external clients.**

- Provide insightful and engaging analysis, visuals, and written content for MAPC's technical assistance planning work. Develop new data resources and analysis for highlighting equity impacts of policies and investments. (A,C)
- Provide guidance and support for the rigorous collection and application of qualitative data in MAPC's technical assistance projects (A,C)
- Follow up on the publication of "Water Water Everywhere" by continuing to conduct innovative analysis on the impacts of coastal and riverine flooding and rising temperatures on vulnerable populations, property, and infrastructure, and opportunities for mitigation. Collaborate with Environment and Government Affairs on policy recommendations. (B, D)
- Provide and improve upon advanced data analysis tools for MAPC's planning projects, such as the 3A district suitability analysis and the MS4 green infrastructure siting tool. (A,C,D)
- Provide data analytics and data management support to municipalities and non-profit partners. (A,B,C)
- Improve our toolbox of approaches for communicating quantitative data in ways that are accessible and compelling to people with different backgrounds, learning styles, and physical limitations (e.g., colorblindness).

**Bridge the digital divide by advancing Digital Equity planning and implementation work as a core planning function of MAPC.**

- With funding from the Massachusetts Broadband Institute's Digital Equity Planning program, develop local and regional digital equity plans, assist municipalities with implementation, and identify policies and funding opportunities to help close the digital divide, in collaboration with MAPC's Municipal Collaboration and Economic Development teams. (B, C)
- Funded by a \$5.6 million grant from MBI's Digital Equity Partnerships program, design and implement a statewide Affordable Housing WiFi program. Work with MAPC's Municipal Collaboration Department and external partners to procure installation of Public Access Wireless networks at affordable housing sites, including Housing Authority and Community Development Corporation owned properties, with a goal of connecting 2,400 units over a four year period.

**Increase the department's impact and reach through greater collaboration and integration with other agency activities and more regular public release of digital data products.**

- Produce and disseminate effective short-form research publications that showcase MAPC's research, data products, and policy campaigns that relate to current events or create new interest in topics of concern to the region. (A,B,C,D)
- Define, document, and disseminate practices and workflows for more effectively and regularly capturing data from local planning projects and integrating them into MAPC's central data warehouse. (A,C,D)
- Create more opportunities to share ongoing research and findings with MAPC staff and agency partners to inform our work and facilitate use of the results in policy and planning applications. (A,C,D)
- Promote Analytical Services offerings and services to MAPC staff and clarify best practice for our engagement.



- Improve the technical and data capacity of MAPC staff through data orientations for new MAPC staff, written guidance on the Analytical Services Sharepoint site, and on-call support through email and Slack. Expand these resources to cover new tools at MAPC, such as ArcPro and ArcOnline. (B, C)

**Maintain a stable and high-functioning information technology system that meets the needs of MAPC staff.**

- Complete full dry-run testing of MAPC’s new disaster recovery system to continue network operations in case of disruption to MAPC on-site servers. (B)
- Build and publish a robust and useful ITHelp website that is accessible to MAPC staff and will provide many areas of self-help, instructions and training documents. This will become the central repository of all things related to helping staff find answers quickly. Expand the availability of documentation and personal IT Helpdesk support for digital tools such as AirTable, GIS software, and other digital tools.
- Upgrade MAPC’s internal data storage to a new all flash drive array, migrate all data from the old drive arrays, and decommission and remove the old hardware from the infrastructure.

## ENVIRONMENT

### MetroCommon 2050 Connections

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Healthy Environment:** Greater Boston’s air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

### Strategic Goals

**Prepare the region for the impacts of climate change, including sea level rise, changing precipitation patterns, extreme storms and heat, and threats to public health, with a focus on centering equity and promoting nature-based solutions.**

- Provide local technical assistance and regional leadership for climate change adaptation and resilience. FY24 Priorities are: (C, D)
  - Resilience bylaw work: Building on the publication of Water, Water Everywhere, update Flood Plain Districts and other Zoning, subdivision, and site plan reviews to consider more frequent and intense precipitation and other impacts of climate change. MAPC’s Climate Resilient Land Use online resource can be used to support this work by MAPC as well as by participating cities and towns.
  - Sea level rise planning: Applying the most recent sea level rise projections, the Massachusetts Coastal Flood Risk Model, to local plans and regulations in coastal

communities; beginning to address the future need for relocation from the most vulnerable areas.

- Fund and implement climate resilience projects through the Accelerating Climate Resiliency (ACR), TAP, and other sources, in collaboration with Clean Energy. (D) Develop new program ideas and areas of practice collaborations/partnerships with local grassroots, community-based organizations on climate justice efforts such as urban forestry, stormwater management, and riverfront access, in collaboration with Community Engagement. (D)
- Pursue climate resilience grant funding from foundations, particularly with a focus on equity and climate justice. (C,D)
- Continue working with communities, federal, and state agencies to expand the scope of Hazard Mitigation Planning projects to include climate resilience and a dedicated focus on equity. Pursue joint MVP/HMP projects, which combine the best of both systems and result in more robust and comprehensive plans. (D)
- Leverage state and federal programs to support local and regional climate resilience planning and implementation, including the new MVP 2.0 program, DEP's MS4, 604B and 319 grant programs, and FEMA's Building Resilient Communities and Infrastructure grant program.
- Develop regional and watershed-scale climate resilience projects, in cooperation with watershed associations and other community-based organizations (CBOs). Seek opportunities to build on and extend work already begun in the Neponset and Charles River watersheds and reach out to other watersheds or subregions in the MAPC region.
- Conduct climate projects in Environmental Justice (EJ) Communities in collaboration with other MAPC departments. Integrate climate adaptation across agency plans such as comprehensive plans, open space, economic development, and housing plans. (C,D)

**Promote the adoption and implementation of sustainable water resources policies and practices at the state, regional and local levels through coordination, advocacy, and technical assistance.**

- Contribute to the development of state water policy through MAPC's role on the Massachusetts Statewide Stormwater Coalition, the MWRA Water Supply and Wastewater Advisory Committees, and the Ocean Advisory Commission. (A,D)
- Facilitate local implementation of Nature-Based Solutions such as Green Infrastructure and Low Impact Development through technical assistance and local partnerships with municipalities, watershed associations, as well as environmental and community-based organizations. (C,D)
- Support collaborative approaches, such as the North Shore Water Resilience Task Force, to address water supply and water quality issues. Provide leadership for efforts to fund water supply, wastewater, and stormwater infrastructure adequately and equitably, and to ensure that communities have access to federal and state funds through the Inflation Reduction Act and the Bipartisan Infrastructure Law. Focus on equity, ensuring safe and adequate drinking water to all communities, regardless of wealth or other advantages. (C,D)
- Working with municipalities and community-based leaders, address the needs of Environmental Justice communities to reduce exposure to contaminants, the disproportionate impacts of climate change, and other environmental inequities. Assure that project outcomes/proposed actions make progress for vulnerable populations and address disparities in climate impacts and/or resources available to underserved and vulnerable populations. (C,D)

- Develop and promote local regulatory strategies on heat impacts and programs to assist low-income residents to protect against flooding. (C, D)
- Work with municipalities, state agencies, and community-based organizations to address critical waste management issues in the region, including such matters as waste disposal, building deconstruction, energy generation, recycling, composting, etc., with the goal of maintaining or establishing systems that are better for the environment, complement climate change efforts, and assist Environmental Justice communities. (C,D)

**Expand MAPC’s environmental program to include other critical areas of concern to our cities and towns, and community-based organizations (including Environmental Justice advocacy groups, etc.), with the goal of advancing the priorities of MetroCommon2050.**

- Following up on research of several other Regional Planning Agencies’ environmental programs conducted last year, pursue opportunities for MAPC to build capacity and provide services for topics such as waste management, trees and urban forestry, PFAS contamination of water supplies and other critical contamination issues, and air quality, particularly particulates in EJ locations.
- Engage community-based organizations and advocates to explore potential new forms of collaboration and partnerships to advance environmental and climate justice initiatives. (C, D)

**Strategically participate in developing and advocating for state policies, legislation, and regulations that will advance MetroCommon goals for equity, sustainable development and climate resilience.**

- Prioritize MEPA review of projects that raise critical issues such as Equitable Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, climate mitigation and/or adaptation, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources. (C)
- Conduct reviews of MEPA projects with a focus on equity and EJ. Actively review projects that may pose negative impacts on EJ communities and seek equitable distribution of the benefits of MEPA projects. (C)
- Working with Data Services, Transportation, Clean Energy, and Government Affairs, explore ways to quantify the air quality and GHG impacts of mixed-use development, housing production, development near transit, and affordable housing in ways that might influence to application of the MEPA process – and other state programs – to advance these goals; consider legislative, regulatory, or programmatic changes as appropriate. (A,C,D)
- Work with the MWRA, MWRA Advisory Board, EOEEA, and other RPAs on the issue of MWRA expansion, ensuring that expansion options are financially feasible for cities and towns, that expansion addresses critical environmental issues such as streamflow and PFAS contamination, and that expansion does not fuel sprawl development. (A,C,D)
- Prepare municipalities (through education and technical assistance) for changes to federal and state level stormwater regulations and requirements.
  - Work with local watershed associations to assist with public outreach and potentially provide technical assistance to municipalities in response to the pending EPA Residual

Designation Authority (RDA) program, which is expected to be released for public comment in 2024.

- Advocate for strong regulatory language to promote climate resilience in the DEP Stormwater Regulations.
- Continue participating in GWSA Implementation Advisory Committee (IAC, e.g., “natural and working lands” working group) to support the state’s *An Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy* and implementation of the Clean Energy and Climate Plan for 2025 and 2030
- Working with Government Affairs, support and advocate for implementation of state climate change adaptation strategies and funding of adaptation planning, capacity building, and implementation of resilience strategies at the regional and local levels. (B,D)

## EQUITY TEAM

### MetroCommon 2050 Connections

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

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the organizational culture.

**Complete and begin implementing MAPC’s Diversity, Equity, and Inclusion Assessment (DEIA).**

- Work with the selected DEIA consultant to review progress, provide feedback, and create recommendations for the agency.
- Ensure that staff and Executive Committee are involved and engaged.

- Communicate findings effectively and recruit the resources and buy in, at the staff and leadership level, necessary to begin implementing key recommendations.

**Guide and support efforts to incorporate diversity, equity, inclusion, and belonging into the internal practices and management of MAPC.**

- Incorporate an Equity Team introduction into the New Hire Orientation and Onboarding Process.
- Develop, curate, and monitor Diversity, Equity, Inclusion, and Belonging events and Cultural Celebration Days.
- Affinity Groups (currently, Staff of Color and White Allies), formed out of the racial equity trainings several years ago, will continue to provide spaces for networking, support, and sharing among staff.
- Provide space, structure, and facilitation for two additional Equity Project Share Forums - a space for staff to share what it is like to pursue and engage in equity-leading projects - to include presentations on the identification and implementation of equity-leading work. Recognize staff leading equity-facing projects at MAPC.
- Guide staff in using terminology that is best suited for the work that we do and how to do so in a way that is accessible, understandable, and inclusive by way of the Shared Language Project & Racial Equity, Diversity, and Inclusion Glossary.

**Operationalize and harmonize equity into MAPC programs, projects, and partnerships.**

- Work with DSI to expand the Operationalizing Equity program to at least two more departments and/or working groups within the agency. Build on the efforts and incorporate lessons from implementation of the program within Transportation, Clean Energy, Research, and Economic Development.
- Expand the use of the Racial Equity, Diversity, and Inclusion Statement (REDIS) to departments beyond Land Use. Working with those who have used REDIS, train staff on the importance of REDIS, best practices regarding its use, inclusive community stakeholder outreach, and how to implement it. Expand the use of REDIS to projects beyond Land Use.
- Continue to monitor the Technical Assistance Program's (TAP) Call for Projects process, as well as the equity elements of the project review guide to provide feedback and recommendations for consideration within the next TAP process. Provide comments to the TAP Coordinator on how proposed projects could become more equitable or where there are risks of perpetuating inequity.
- Create and conduct an agency-wide accessibility training focused on ways to incorporate accessibility into our work both internally and externally to make it accessible to all audiences. Consider creating a Best Practices and "How to" Toolkit for MAPC to further support the incorporation of accessibility into our work.

## **GOVERNMENT AFFAIRS**

### **MetroCommon 2050 Connections**

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## Strategic Goals

**Promote and build MAPC’s role as a source of influence, expertise, and research on Beacon Hill, with state agencies and our federal delegation. Pass legislation and allocate resources to advance equity and create a stronger foundation for our region.**

- Outreach to legislators of the MAPC Region, including building relationships with new legislators, so they are aware of the role MAPC plays in their communities. (A,B,C,D)
- Highlight projects we are working on throughout the region, share relevant reports and research, and emphasize our value to municipal, state, and federal partners. (A,B,C,D)
- Advance budget priorities of the agency with a focus on the following priorities:
  - District Local Technical Assistance (DLTA) and District Local Technical Assistance Augmentation Fund (DLTA-A) or Federal and State Grant Assistance. Maintain and, working closely with Communications and DLTA Manager, increase funding for DLTA and DLTA-A to enable more municipalities to receive technical assistance from MAPC. Assist with competitive state and federal grant applications and increase awareness of projects funded through DLTA among legislators and members of the Administration. (A,B,C,D)
  - Charles E Shannon Community Safety Initiative. Increase funding for the Shannon program to enable outreach to more youth at risk of involvement in gang violence. Work closely with the Municipal Collaboration team on the annual Safety Day on the Hill and summer event, improving relationships among youth, police, legislators and community leaders. Build our advocacy work with NGOs to reduce youth violence and look for opportunities to work with municipal leaders on expanded criminal justice work. (B,C)
  - Critical Programs to advance MetroCommon2050 Priorities. Advocate to maintain or increase funding for programs associated with the implementation of key

MetroCommon priorities. This includes advocacy for funding directly available to municipalities and regional planning agencies in these categories. (A,B,C,D)

- Serve as a liaison between state/regional/local needs and federal funding available under the Infrastructure Investment and Jobs Act and other federal programs, including working with MARPA directors, subregional coordinators, the federal delegation and MAPC directors to identify opportunities for collaboration with an eye towards advancing an equitable and resilient region and ensuring information is reaching municipal leaders. (A,B,C,D)
- Promote legislative priorities that help to lift the burden faced by underserved and underinvested communities. Prioritize legislation that has co-benefits across different sectors (e.g., housing and clean energy, public health and housing) and that recognizes that our physical infrastructure shapes the demands on and capabilities of our social safety net. (A,B,C,D)

**Promote and build MAPC's priorities while collaborating with external partners, including other coalitions and regions.**

- Solicit input from cities, towns, subregions, community-based organizations, and other stakeholders to advance MAPC's legislative agenda. This will enable MAPC to learn more about the priorities of these stakeholders, while also helping these stakeholders to increase their awareness of MAPC's work. (B)
- Enable the Metropolitan Mayors' Coalition and the North Shore Coalition to serve as forums to advance collaboration among member communities, working together to solve common problems, and elevate their priorities to the Legislature and Administration. (A,B,C,D)
- Serve as the legislative liaison to Massachusetts Association of Regional Planning Agencies (MARPA) and advance the coalition's statewide priorities, with a particular focus on legislation that allows RPAs to advance regional recovery priorities and support applications for federal funding. We will continue to oppose legislation that might negatively impact the finance or operations of RPAs. (A,B)
- Work with transportation tables to call for dedicated revenue for a just, statewide transportation system. (A,C,D)
- Increase relationships with members of the business community, labor community, and other economic development partnerships, where our goals intersect.

**Promote knowledge and awareness of Government Affairs work among MAPC staff.**

- Develop an overview of Government Affairs work, the Massachusetts legislative context and MAPC Legislative priorities and present to staff regularly.
- Support the subregional coordinators in building the agency's strong local relationships with legislators and municipal leaders. (B)
- Increase advocacy on key priorities through focused social media and outreach efforts, working closely with the Communications team. (A,B)
- Coordinate with MAPC departments to advance MAPC's legislative agenda for the 2023-2024 legislative session, giving staff opportunities to testify in the State House, meet with legislators on relevant topics, and inform any new policy positions on legislation to be brought to Legislative Committee for consideration and the early stages of policy development for the next Legislative Session.

- Collaborate with Data Services to shape research products that support our legislative priorities and create a data-driven approach to our testimony. (B,C)
- Diversify gubernatorial appointees to MAPC's Council and members of our Legislative Committee in terms of geography, race, gender, size, type of community represented, and active participation of allied organizations. (C)

## LAND USE

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## General

### Strategic Goals

**Partner with municipalities or (preferably) groups of municipalities to undertake a full range of land use visioning, planning, and implementation activities including, where appropriate, assistance advocating for local and state-level policy changes. Work to implement sustainable smart growth strategies that are appropriate for the location, natural resources, infrastructure, and other features of the municipality.**

- Provide a range of services to MAPC communities (in collaboration with other MAPC departments when possible) in fields such as visioning, master plans, ETOD plans, zoning, general land use studies, housing, economic development, open space and recreation, development visualization, urban design, and historic preservation. (A)
- Work in conjunction with other MAPC Departments to undertake coordinated planning processes over several years within the same geography to build synergistic impacts to implement key aspects of MetroCommon (e.g., 3A Zoning work followed by economic development assistance to support small businesses and Complete Streets improvements) (A,B)
- Collaborate with the Arts & Culture Department and state and non-profit partners to expand work on historic preservation, cultural asset mapping, and increasing equity in historic preservation and interpretation. The Departments will pursue a variety of funding sources to support the work (e.g., Mass Historical Commission, National Park Service, National Endowment for the Humanities, MAPC TAP, etc.). (A)
- Building on the success of "Rethinking the Retail Strip," work with municipalities, chambers, and other stakeholders to retrofit suburban malls and shopping plazas in ways that advance smart growth and mixed-use development.



- Develop post-project strategies for supporting project implementation and encouraging municipal implementation. Consider past implementation activity levels when evaluating municipal requests for additional TAP funds. (A)
- Lead or assist in projects that promote equity, resilience and sustainability through changes to the built environment—e.g., affordable housing, housing diversity and development, and parks accessible by walking, bus and rail, as well as projects specifically oriented toward racial equity, such as the Racial Equity Municipal Action Plan (REMAP) program. (A,C)
- Continue to incorporate the “MAPC Racial Equity, Diversity, and Inclusion Statement (REDIS)” into scopes/contracts. Work with municipal partners to ensure that equity and inclusion are incorporated into all aspects of planning projects, including scoping, engagement, planning, and implementation. Evaluate impact of REDIS this year, to determine if changes are needed in the document or its use. (C)
- Develop tools and strategies to educate residents, committee members, and local elected officials on the benefits of items like equity, affordable housing, and climate change mitigation, as well as to provide illustrations of good developments at various density scales, and to combat disinformation around a variety of smart growth planning practices. (A,C)

**Ensure that MAPC Land Use projects incorporate outreach and engagement techniques that facilitate inclusion of individuals and groups that have been left out of the planning process historically.**

- Seek opportunities to advance projects in collaboration with community-based organizations, community groups, and other outside organizations to broaden public participation in planning programs, advance equity by ensuring inclusion in the planning process, and establish long-term strategic alliances to carry our future efforts to implement MetroCommon2050.
- Ensure that participation in projects, including participation in any project advisory committee, represents local and regional diversity, including diversity by race, ethnicity, income, age, familial status, ability, primary language, and other measures, and incorporate efforts to reach out to historically under-represented populations. Incorporate lessons from the MAPC Language Access project where appropriate. (A,C)
- Partner with Community Engagement (CE) staff to design and execute the most effective and representative forms of public engagement, taking what we learned from public participation during COVID shutdown, and incorporating those lessons. (A,C)

**Advocate for changes to state policies and programs that will benefit MAPC communities.**

- Work with Government Affairs, and directly with state agency staff and partners in non-profit organizations, to implement state-level policy changes to improve implementation of state programs such as Section 3A Zoning, 40B, 40R, 40S, MassWorks, Housing Choice, Transfer of Development Rights, Chapter 61A, etc., and to continue to provide input for state legislation relating to land use and zoning (e.g., allowing Accessory Dwelling Units by right statewide). (A,C)
- Incorporate alternative land use development practices such as cottage cluster developments, promoting Open Space Residential Design by right (and conventional subdivision by special permit), Transfer of Development Rights, etc. (A)
- Identify additional policy priorities and engage in advocacy work with Government Affairs. (A)

## Economic Development

### Strategic Goals

**Provide target municipalities and partners with implementable economic recovery and resilience plans that lead to positive changes in municipal programs, policies, and regulations.**

- Solicit, manage, and deliver equitable economic resilience and recovery plans (municipal and regional), downtown revitalization plans, corridor studies, market analyses and/or build out analyses. (A,B,C)
- Develop and utilize criteria to assess the equity rationale for doing certain types of projects in certain types of places, as well as criteria for project geography/impact/feasibility.
- Develop joint projects with MAPC departments and subregional coordinators that promote smart growth, regional collaboration, and equitable economic development.
- Establish and build relationships with partner organizations, primarily led by or serving women and/or people of color, to expand the impact of MAPC's economic development work in ways that advance the equity-related policy goals of the CEDS and MetroCommon2050. Focus on partnering with organizations that are committed to bridging the digital divide (e.g., Mass Broadband Institute), improving transportation connections to economic opportunities (e.g., MassHire North Shore WIB,) improving economic opportunities for people of color (e.g., Emerald Cities Collaborative and Browning the Green Space), and advancing critical sectors like childcare (e.g., Community Alliance on Young Learners/CAYL). (A,C)

**Develop and facilitate access to resources to advance equitable economic development (including those on an equitable recovery,) smart growth, and regional collaboration.**

- Provide research, guidance, and facilitation assistance to municipalities on best practices and program ideas for using federal funds, including but not limited to ARPA, BIL, and IRA funding, and/or funds available from the Commonwealth.
- Guide municipalities, colleges, and non-profit groups through EDA and other funding applications using the CEDS, MetroCommon, smart growth principles, and equity criteria.
- Work with the City of Boston and our non-profit/school partners to implement the 3-year, \$23 million Good Jobs Metro Boston Coalition Project. This project, funded by the EDA Good Jobs Challenge Grant, on which MAPC collaborated with the City of Boston, includes 15 funded partners with the combined goal to train and place more than 4,600 participants into good jobs in the Child Care, Clean Energy, and Health Care sectors.

**Grow reliable, productive, and active knowledge sharing and collaboration opportunities that municipal leaders, economic development practitioners and stakeholders use to advance regional economic recovery goals.**

- In partnership with other MAPC departments, subregional coordinators, and external partners, facilitate access to trainings and/or host exchanges, workshops and/or other structures to facilitate collaboration and capacity-building. (A,B,C)
- Capture, analyze and disseminate data to broaden partnerships and increase opportunities for collaboration. (A,B,C)

- Provide data and facilitation expertise to support the strategic planning efforts of key partners, such as MassHire Workforce Investment Boards (WIBs,) Chambers, and, Economic Development Backbone Organizations, including sectoral development organizations such as life sciences.

(A,B,C)

**Advance policies and programs at the regional, state and federal level that support smart growth, regional collaboration and equitable economic development.**

- Help to inform and shape and, where appropriate, advance policies and programs at the regional, state and federal level that support smart growth, regional collaboration and equitable economic development without residential or commercial displacement.
- Identify key policy priorities from the 5-year CEDS and MetroCommon 2050 with the Government Affairs team and develop a strategy to pursue those priorities. Policy priorities include those that: (A,B,C)
  - Expand household financial stability;
  - Expand access to high-quality workforce development;
  - Expand access to childcare;
  - Increase predatory lending protections;
  - Expand access to financial products through partnerships with financial institutions;
  - Lead to creative redevelopment of underutilized commercial space;
  - improve public procurement practices focused on purchasing from local and MWBE enterprises; and;
  - Expand digital access and improve transportation access.
- Offer suggestions and content management support to Government Affairs, as they communicate and/or establish relationships with outside networks and key partners around legislative/administrative policy priorities. This includes seeking funds to research, assess and explore policy objectives in the above priority areas (A,B,D)
- Continue to use the 2020 – 2025 CEDS as the blueprint that guides the programs and policies we implement, coordinate, and/or prioritize, with a focus on building economic resilience and advancing an equitable recovery. Begin preparations for an update leading to the next five-year regional CEDS. (A,B,C)
- Research best practices for equitable economic recovery resilience policies and programs. (A,C)

## Housing

### Strategic Goals

**Undertake a range of planning activities that establish local goals and recommend strategies to address barriers to housing inclusivity, advance equitable production and preservation (particularly of affordable housing) and mitigate displacement.**

- Prepare Housing Production Plans, fair housing plans, equitable transit-oriented development and neighborhood plans, and other plans to ensure appropriate land, funding, and other resources are identified to advance MetroCommon equitable housing goals. (A,C,D)

- Work on multi-municipal projects to develop best practices to expand housing opportunity and diversity, including Phase II of the Metropolitan Mayor's Housing Task Force to track housing production, improve housing communications, and advance local housing policies and programs. (A,C)
- Continue to expand and diversify the Housing Division's practice areas with a focus on assessing development feasibility, housing communications and effectively building support for implementation, and strategic visualization of the built form. (A,C)
- Collaborate on research done by Research and Analytical Services to move inclusive housing planning and policymaking forward by addressing barriers to local implementation (such as inadequate infrastructure or concerns around development impacts) and/or delivering data and talking points to otherwise address anti-housing arguments. (A,B,C,D)

**Provide technical assistance with implementation of state policies and local strategies to increase capacity and resources to advance inclusive housing goals.**

- Develop best practices for local implementation of Section 3A of MGL Chapter 40A through internal leadership and external coordination. Continue to advance collaboration strategies among Housing, Land Use, Data Services, and other MAPC colleagues to help municipalities to zone for 3A in ways that advance housing production and affordability goals, build community support for housing, and create strong neighborhoods in 3A districts. Help communities to complete Economic Feasibility Analyses (EFAs) where needed to support affordable units in 3A districts. (A,C,D)
- Provide technical assistance with 3A, inclusionary, and other zoning; strategic plans or budgets for Community Preservation Committees, Affordable Housing Trusts, Fair Housing Committees, Shared Housing Services Offices, or other local or regional entities; and land disposition and redevelopment processes for affordable housing. (A,C,D)
- Collaborate with Clean Energy on efforts to implement regulations for carbon neutral development that support multifamily and affordable housing development, and to develop recommendations for relevant state policy and programs as needed. (B,D)
- Advance local implementation of inclusive housing efforts by incorporating the following activities into our technical assistance efforts: addressing misinformation, facilitating community engagement, and producing resources including video and other creative materials to share housing stories, demystify housing processes, and communicate the need for and benefits of inclusive housing. (A,C)
- Collaborate with Government Affairs to develop a formal set of MAPC Housing Policy Priorities (using the Metro Mayors Housing Task Force priorities as a starting point) that can be used to guide agency recommendations to the Legislature, the Executive branch (including the newly appointed Housing Secretary), and the Attorney General. This work will include research to inform new policy positions and will ultimately identify state policies, programs, and funding sources needed to help advance the housing and neighborhood development goals of MetroCommon. (A,B,C,D)
- Leverage relationships with municipalities to track Housing Choice, Section 3A, and inclusionary zoning implementation at the local level and inform recommendations to the state for how to support municipalities in this work. (A,C)

## **Ensure planning and implementation processes engage those who stand to gain from and are likely to support inclusive housing efforts.**

- Develop projects and scopes that lead with equity to meaningfully address local housing need, advance local dialogue around housing goals and benefits, and are positioned to deliver recommendations that are targeted, implementable, and realistic. (C)
- Inform municipalities about state and local funding opportunities, advocate for their local use to support inclusive housing, and position municipalities to be competitive for these opportunities through discussion, assistance with applications, and matching funds when needed. (A,C)
- Coordinate and collaborate with external stakeholders to better build support for pro-housing planning and implementation activities, including Abundant Housing Massachusetts, the Citizens' Housing and Planning Association, and local coalitions and leaders. (A,B,C)
- Work with Community Engagement and Subregional Coordinators to develop and deploy better techniques to identify housing supporters and engage them in planning and decision-making processes, especially constituencies that are under-represented. Make sure such individuals and organizations are included in project steering or advisory committees. (C)
- Utilize remote and hybrid community engagement practices to allow stakeholders greater access and time to participate and ensure in-person and digital participants have equitable opportunities to inform the process and outcomes. (A,C)
- Develop and incorporate interactive visual engagement exercises into planning processes to help stakeholders understand how policy shapes built form. (A,C)

## **MUNICIPAL COLLABORATION**

### **MetroCommon 2050 Connections**

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

## **Collective Procurement**

### **Strategic Goals**

**Explore new procurement opportunities that respond to community needs and are consistent with MetroCommon goals, such as climate resilience and equity.**

- Collaborate with the Communications and Economic Development Departments and Subregions to increase awareness of how MAPC's procurement practice can help address municipal and small business purchasing issues through cooperative purchasing. (B,C)
- Assist communities in exploring methods to increase purchasing from minority and women-owned businesses and in exploring ways to update our own procurement practices to promote equity. (B,C)
- Continue to develop and improve procurements for fruit and vegetables for area schools and work with the Public Health Department to promote values-based food procurement approaches, including supporting districts to purchase directly from area farmers. (B,C)
- Work alongside the Clean Energy and Transportation Departments to implement and promote electric vehicle and infrastructure procurements, including for electric school buses and charging stations, and promote existing electric vehicle options on current MAPC contracts. (A,B,C,D)
- Rebid and maintain the Road Paint bid that was created in collaboration with several municipalities as well as the MBTA, MassDOT, and Massport to procure glass bead aggregate paint for bus and bike lanes. (B)
- Continue to refine best practices regarding public Wi-Fi procurements to advance digital equity in the region. (B,C)
- Reexamine our work with bike racks and look ahead to opportunities for procurement. (B)

**Improve marketing and outreach of public safety and public works vehicles and equipment contracts and ensure all current contracts are renewed.**

- Improve and rebid the contracts for ambulances on behalf of FCAM members, as well as the trucks contracts on behalf of GBPC members. (B)
- Develop creative solutions to address supply chain and price volatility challenges that are impacting the purchase of vehicles and equipment and functioning of current contracts. (B)
- Search for opportunities to expand and or develop a new public works services consortium alongside the existing groups in MetroWest and the South Shore. (B)
- Explore equipment, services, and technology that public safety and public works professionals may need to perform their duties. (B)
- Improve and bid a new parking meters procurement on behalf of the communities in the greater Boston area and beyond. (B)

## Emergency Preparedness and Public Safety

### Strategic Goals

**Perform the management, administrative, and planning duties associated with the Commonwealth's Homeland Security Program, as a means of enhancing public safety and preparedness for natural and man-made disasters.**

- Execute and track the effectiveness and efficiency of our work on behalf of the four homeland security councils, focusing on the key areas of procurement including engaging diverse vendors, vendor management, and stakeholder satisfaction, while advocating for projects that benefit multiple regions. (B)

- Explore opportunities to utilize homeland security grant funding for projects related to vulnerable populations, as well as continuing or adding trainings on topics such as de-escalation, racial/implicit bias, mental health awareness, and preventing or responding to active shooter incidents. (B,C)
- Support efforts to diversify membership for both the NERAC Full Council and its committees to ensure there is a range of diverse backgrounds, perspectives, experiences, and skillsets to inform the allocation of Federal Homeland Security Funding. (B)
- Provide excellent facilitation, programmatic, and budget management services to the Northeast Regional Homeland Security Council (NERAC), which results in effective decision making and the establishment of sustainable programs and activities. (B)
- Ensure coordination between NERAC and the Region 3 Health and Medical Coordinating Coalition (HMCC) on public health projects and initiatives, including developing the THIRA/SPR (Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review), drafting of annual Regional Plans, and sharing best practices for emergency response to stakeholders in the region with the aim of supporting vulnerable populations. (B,C)
- Expand NERAC social media and other public outreach efforts through collaboration with MAPC's Community Engagement and Communications staff, resulting in increased awareness of NERAC funding, training, and equipment rental opportunities. (B)
- Explore the idea of creating an equity checklist for NERAC project contacts to provide a framework to identify vulnerable populations, any equity implications, and promote collaborations with underrepresented community groups within the region.
- Partner with the North Shore IT Collaborative on the NERAC internship program to work toward tracking, evaluating, and administering freely available cybersecurity programs to municipalities to strengthen the region's cybersecurity posture.

**Continue to build our emergency preparedness practice to help cities and towns (and other community-based partners) better prepare for and become more resilient to both natural and man-made emergencies so they can protect residents, employees, and visitors from harm, particularly those most at-risk from such hazards.**

- Identify and engage a variety of communities in Massachusetts with a focus on cities and towns with Environmental Justice populations that could benefit from our emergency preparedness planning services, including developing emergency plans, providing trainings and exercises, as well as supporting a range of homeland security and health and medical preparedness activities. (B)
- Continue to work with the Clean Energy and Public Health Departments to assist communities with the development of strategies, emergency response plans, and heat action plans so cities and towns can better mitigate risks to residents most vulnerable to heat-related illness such as seniors, young children, and those living in crowded housing conditions.
- Collaborate with the Government Affairs Department to support communities in the Metro Mayors Coalition by providing guidance on planning and responding to the increase in migrant arrivals to their municipalities. (B,D)
- Amplify collaboration with the Environment Department to explore the intersection between the emergency preparedness practice and the development of Hazard Mitigation Plans. 4) the (B,D)

- Collaborate with the MAPC Communications and Government Affairs Departments to promote the Emergency Preparedness practice to local government stakeholders . (B,D)

**Support local efforts to adopt new approaches to public safety response, such as those that incorporate behavioral health support and outreach, jail diversion and non-armed interventions.**

- Work with public safety and public health departments to explore non-armed public safety response functions, as well as alternative substance use response approaches, enabling them to share best practices, programs and services and provide better assistance to residents. (B,C)

**Perform the management, administrative, and planning duties associated with the FY22 and FY23 Metro Mayors Shannon Grant Community Safety Initiative (CSI) to reduce youth violence and gang-related crime in metropolitan Boston.**

- Work in collaboration with other departments within MAPC (Public Health, Arts & Culture, Government Affairs, etc.) to develop ideas for new programs and initiatives that can be funded through the Shannon Grant, with a focus on youth mental health, and work with grant partners to develop and implement those programs. (C)
- Facilitate the sharing of information among law enforcement and prevention partners, including monthly meetings on topics such as: gang activity trends, racial profiling, success stories from prevention programs inside and outside of the MMC site, and trauma, mental health, and equity in policing and social service delivery. (B,C)
- Convene statewide Shannon Grant partners at a Community Safety Summit to share best practices and learn from featured presenters and panelists, while engaging program youth in the discussions. (B,C)
- Assist Government Affairs and Communications in educating legislators, MAPC staff, stakeholders, and the public about the benefits of the program, and to increase funding for the MMC grant and program overall.
- Collaborate with the Local Action Research Partner to create partner specific briefs highlighting their community needs, the partner's levels of engagement, and their program's alignment with Shannon CSI strategies to present to the specific partner and their city/town mayor/manager to enhance awareness and participation in the Coalition. (B,C)

**Build the capacity of the Region 3 Health and Medical Coordinating Coalition to help its core stakeholders prepare, respond, and recover from emergencies while increasing preparedness efforts for the vulnerable population and meet required deliverables.**

- Ensure that regional plans are anchored by health equity and a whole community planning approach with the support of core health and medical disciplines and in collaboration with other MAPC Departments (e.g., Public Health, Equity Team, Government Affairs). (B,C)
- Execute and complete all required deliverables provided by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management (DPH-OPEM) to further enhance regional preparedness among all stakeholders and vulnerable populations. (B)
- Provide procurement and budgetary planning services for HMCC stakeholders to ensure purchases promote regional emergency preparedness and are procured and delivered well in



advance of the close of the fiscal year, while ensuring that procurement process and vendor selection follows a fair and equitable approach. (B,C)

- Develop and promote HMCC quarterly meetings, workshops, and trainings to strengthen and promote the emergency preparedness and response capabilities of the region, while increasing the development of diverse relationships and partnerships across disciplines. (B)
- Provide stakeholders 24/7 support and assistance in serving as the Region 3 HMCC Duty Officer by collaborating with all HMCC member organizations to provide situational awareness, resulting in the development of a common operating picture across the communities and agencies in the region, and facilitate resource sharing. (B)
- Continue to conduct COVID-related response and coordination activities for stakeholders and as requested by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management to enhance preparedness and response efforts across the region while identifying, addressing, and reducing the health inequities that have emerged during the pandemic. (B,C)
- Engage a wider range of health and medical stakeholders, such as home health agencies, pharmacies, dialysis centers, and urgent care facilities, to ensure they are aware of HMCC activities, as well as to increase our ability to reach more vulnerable populations so we can promote equity throughout the region. (B,C)
- Provide programmatic oversight of the regional HMCC PPE Cache in partnership with NERAC and Northeast EMS, as well as assist in the distribution of PPE to regional stakeholders. (B)
- Provide excellent facilitation and program and budget management services to the Region 3D Public Health Emergency Preparedness Coalition, which results in effective decision making and the establishment of sustainable programs and activities. (B)

## Municipal Services

### Strategic Goals

**Build the capacity of city and town governments to deliver high-quality public services and improve the well-being and quality of life for area residents.**

- Continue the partnership with local Public Health Departments and the MAPC Public Health Department to build health service capacity and improve health outcomes for residents by supporting regional public health efforts through multiple Public Health Excellence (PHE) and contract tracing grants, focused mostly on communities with a history of health inequities. (B,C)
- Support the Shared Sustainability and Climate Office that we created in North Suffolk to improve resilience and climate mitigation efforts in that region and protect their most at-risk residents and consider opportunities to support other communities to adopt a similar regional climate approach. (B,D)
- Support the North Shore Regional IT Collaborative, which is led by Danvers and includes Middleton, Essex, Manchester, Wenham, Topsfield and Hamilton, in efforts to expand fiber infrastructure, standardize equipment and services, improve the region's cybersecurity posture, and procure a shared managed IT provider so they can improve the effectiveness and efficiency of their municipal operations (B)

- Provide procurement, contracting, and grant management assistance on joint projects with In MAPC's Economic Development and Data Services teams to close the digital divide and ensure more moderate and low-income households have access to high-quality internet services and support cities and towns to provide open-access community broadband networks by. (A,C)
- Assist communities in managing American Rescue Plan Act (ARPA) and other Federal funding opportunities and encourage inter-municipal projects that focus on equity. (A,C)

Reach out to a wider range of municipal leaders and officials to assist municipalities in improving their internal operations and governing structures across a range of function areas by supporting regional studies and shared service opportunities. (B)

## PUBLIC HEALTH

### MetroCommon 2050 Connections

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**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

### Strategic Goals

**Increase resilience and racial equity in greater Boston by addressing the public health impacts of climate change and environmental pollution.**

- Support state and local policies that promote environmental and climate justice and public health in order to address racial health disparities. Provide policymaking process with public health research, data, and strategies that address risks to human health from pollution, extreme temperatures and storms, and changes in disease vectors. (C,D)
- Implement place-based climate change and environmental health projects that address exposures to extreme temperatures (e.g., urban heat island) and air pollution (e.g., indoor air quality, near roadway traffic related air pollution). In these projects, pilot and evaluate emergent practices (e.g., resilience hubs). (A, C, D)
- Facilitate community-led climate change and environmental justice planning projects that elevate community ownership of change, power sharing, and action to address health equity. (C,D)
- Host trainings and facilitate shared learning forums with municipal subregional coalitions and community organizations to promote climate change resiliency and justice. Topical focus areas for training include older adults, economically insecure populations, and culturally resonant strategies. (C,D)

- Support the development and use of community and environmental health tracking data to understand and respond to cumulative health hazards at the municipal level, particularly those that drive inequities by race and income. (C,D)
- Develop communication pieces (e.g., webpages, articles, blogs) that showcase our work on climate change, health impacts, and public health response strategies in the Greater Boston region. (C,D)
- Develop an understanding of climate change's implications on food systems with a focus on health and food sovereignty inequities and build partnerships with communities that work towards addressing these inequities. (C,D)
- Collaborate closely with Municipal Collaboration, Environment, Clean Energy and Government Affairs Departments on climate resiliency and environmental health actions.

**Expand local public health capacity through policy change, collaboration and shared service initiatives.**

- Support municipal and state policy changes aimed at improving mental and behavioral health by working downstream (e.g., Metro Mayors Task Force on Opioids) as well as upstream (e.g., economic stability, youth mental health, trauma-informed practices). (B,C)
- Support state policy changes that strengthen local public health infrastructure and service delivery through shared service initiatives and collaboration. (B)
- Partner with municipal public health departments to develop and sustain public health emergency response capabilities, including expanding data and analytics capacity, development of municipal policies, and use of behavioral insights in community interventions to reduce communicable disease (e.g., COVID-19, MPox) impacts. (C)
- Implement local public health projects that address foundational public health services and expand collaboration between municipal, community, and health care organizations. (C)
- Facilitate training and communications for local public health department staff and Boards of Health to increase workforce credentials. Ensure changes are consistent with recommendations of the Special Commission on Local and Regional Public Health and integrate emerging practices. (B)
- Collaborate closely with Municipal Collaboration and Government Affairs Departments on actions related to the support and development of local and regional public health service delivery.

**Improve food security and access to healthy foods through a combination of food systems planning and technical assistance to cities, towns, and community-based organizations.**

- Engage in state-level food policy change efforts by providing input and analysis about the likely impacts on systemic racial and income-driven health disparities. (C)
- Provide municipal food system planning and technical assistance to build equitable and resilient food systems, reduce food security, and increase access to nutritious and affordable foods. (A,C)
- Continue efforts to expand municipal and school food procurement that centralize equitable food sovereignty objectives and support food systems that promote the health of consumers and workers, resilience and sustainability, and local economies and small businesses. (B,C)

- Increase the capabilities of municipalities and community organizations to invest in equitable food systems improvements by offering training, hosting shared learning forums and disseminating information, and evidence informed practices. (B,C)
- Maintain and make improvements to the food systems database, which supports municipalities in assessing and improving their food security programming and infrastructure. Provide use cases and case studies in using the database. (B,C)
- Collaborate closely with Municipal Collaboration, Land Use, Arts & Culture, and Government Affairs Departments on food systems and security actions.

**Address the root cause of health inequities by providing technical assistance on investments in social determinants of health and community design.**

- Assess current state of Health in All Policies (HiAP) practices and pilot new practices with municipal and community-based partners to address root causes of health inequities in Metro Boston. (A,C)
- Facilitate and evaluate community health assessments and health improvement plans with municipal and indigenous partners. Include in these a comprehensive assessment of social determinants of health. (A,C)
- Undertake narrative change initiatives that connect local public health departments and community-based organizations to increase community power and justice in achieving health equity. (A)
- Lead and contribute to evaluation projects that focus on investments by hospitals and health systems, community health centers, and community development organizations in housing, economic mobility, and transportation as social determinants of health. (A,B,C)
- Develop literature reviews and research briefs to fill evidence gaps on the impact of environmental risk factors on physical health, nutrition, social cohesion, injury prevention, and health equity. (C)
- Innovate and apply qualitative research methods in assessments and evaluation efforts, including use of participatory action research (PAR) and local storytelling projects. Coordinate with MAPC teams advancing similar efforts. (C)
- Collaborate closely with Land Use, Environment, Transportation, Strategic Initiatives, Arts & Culture, and Government Affairs Departments on healthy community design actions.

## STRATEGIC INITIATIVES

### MetroCommon 2050 Connections

**DSI is committed to helping lead the implementation of MetroCommon 2050. We will advance all goals of the plan, with an emphasis from our department on:**

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

## MetroCommon 2050

### Strategic Goals

**MAPC will, with the support of our partners, implement MetroCommon 2050, which establishes the vision for the future of Greater Boston focused on equity, sustainability, and resilience.**

- Working with the Director of Equity & Culture, lead the Strategic Planning process and support the Diversity, Equity and Inclusion Assessment.
- Build and maintain strong relationships with grassroots leaders, local officials, state agencies, and organizations representing under-represented populations. This will include planning outreach, presentations, subregional visits, and one-on-one meetings to explore joint work, especially where community priorities align with MetroCommon priorities. (A,B,C,D)
- Work with agency leadership and directors to align department and agency strategy with MetroCommon content to encourage the plan's recommendations are implemented effectively. Work with leadership and the Strategic Plan Advisory Committee to incorporate MetroCommon into the strategic plan update.
- Working with various departments, advance the agency's work in the following key strategic arenas: (A,B,C,D):
  - Climate and housing, by working with the Interdepartmental Climate Team
  - Priority development and preservation mapping
  - Expanding the agency's focus on age-friendly planning and policies
  - Track municipal adoption of key climate and housing strategies
  - Coordinated planning across multiple projects and municipalities to encourage the advancement of MetroCommon goals.
- Support the development of the next generation MetroCommon research agenda and provide leadership and coordination on research releases. (A,B,C,D)

**Manage relationships with agency funders and policy partners to advance MAPC's mission and strategic priorities.**

- Oversee the implementation of the renewed, 3-year Climate Resiliency and Mobility Grant from the Barr Foundation. (A,B,C,D)
- Assist with policy, legislative, and coordination on strategic initiatives of the agency. (A,B,C,D)
- Cultivate new sources of support for the plan implementation, including foundations that have not recently provided financial support to MAPC. Serve as a grant application resource to colleagues. (A,B,C,D)

- Help the agency to develop internal practices and department priorities to develop longer-term relationships with community-based organizations and advocates, who are working in spaces that support and advance the MetroCommon agenda. Use grants managed by DSI and other agency resources to advance this initiative. (A,B,C,D)
- Help the Executive Director and Deputy Executive Director to manage the Executive Discretionary Fund and other internal resources, as needed, in ways that will develop new lines of work to meet changing needs, implement MetroCommon, and address racial inequities in the region. (A,B,C,D)

## Learning and Evaluation

### Strategic Goals

#### **Solicit, compile, and spread successful MAPC practices, including department specific technical expertise as well as organizational procedures.**

- Strengthen MAPC's learning environment by encouraging and supporting departments and teams to routinely document successes and challenges and use the findings to improve their strategies and products. (A,B,C,D)
- Identify, in coordination with the Strategic Planning process, a learning agenda that includes pressing challenges MAPC faces. Coordinate discussions with leadership and staff to develop and implement improvements based on findings. (A,B,C,D)
- Streamline and improve the project inventory and the culture around it so it assists in identifying innovative strategies and lessons learned, while also informing Council leadership of MAPC's work products. (A,B,C,D)
- In collaboration with the Equity Team, lead two or more departments through the Operationalizing Equity framework and continue to support departments and teams who have completed the framework on implementation. Use the findings of these efforts to improve the tool while also incorporating ideas into the Diversity, Equity and Inclusiveness Assessment and next steps. (A,B,C,D)
- In collaboration with HR and Operations, establish one location for MAPC's internal practices and procedures so that staff can access organizational procedures and successful practices quickly and easily. (A,B,C,D)
- Design and co-lead Managers' Meetings to provide managers and directors with information that enables them to become better supervisors, including sharing successful management practices, collaborating on solutions to common problems, and providing administrative presentations and updates. (A,B,C,D)
- Solicit staff to identify best practices from other regional planning commissions and similar public agencies and aggregate the findings into publications and presentations (A, B, C, D)

#### **Provide departments with the structure and support to establish department level outcomes, evaluate progress towards those outcomes, and identify and implement improvements.**

- Help departments to establish their own role and expectations in the implementation of MetroCommon and the agency's Strategic Plan.

- Assist departments in establishing routines that identify and solve problems, enhance communication between directors/managers and staff, and assess the effectiveness of strategies and projects.
- Partner with departments to identify or refine anticipated project outcomes and develop and deploy systems, such as project evaluations, which identify improvement opportunities and pathways to incorporate them into future projects. (A,B,C,D)
- Help each department to make its annual contribution to the agency work plan, and to follow up with monitoring, evaluation, and improvement practices.
- Collaborate with Data Services and the planning departments to design and implement methods for assessing MAPC's impact on the region and the region's progress in achieving MetroCommon goals. Use those assessments to identify the progress municipalities and other stakeholders are or aren't making so that we can be more strategic in what projects we do where. (A,B,C,D)
- Collect and assess post-project feedback from project partners (generally municipal officials), project managers (MAPC staff), and other key stakeholders (e.g., community or business leaders). Present findings to project teams for improving future projects. (A,B,C,D)

## TRANSPORTATION

### MetroCommon2050 Connections

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**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

### Strategic Goals

#### Improve public transportation with a focus on transit dependent populations.

- Advocate for increased capital and operating funds for the MBTA and RTAs to address safety, state of good repair, modernization, and prevent fare increases or service cuts. (A,C,D)
- Conduct planning and research that helps the MBTA advance a low-income fare program, in collaboration with municipalities and advocacy partners. (B,C)

- Provide technical assistance for municipalities to implement dedicated bus lanes and other street-level bus priority changes. (A,C,D)

#### **Provide safe and connected walking and cycling infrastructure.**

- Promote the LandLine vision of a connected network of trails and greenways through regional research, mapping, wayfinding, coordination with MARPA and DCR, and an updated website. (A,D)
- Provide technical assistance at the local and subregional level to advance LandLine greenway segments and support open-space protection, with a focus on Environmental Justice communities. (A,C,D)
- Conduct research and planning for the Bluebikes bicycle share system, including expansion into new municipalities and neighborhoods, sustainable funding sources, introducing e-bikes, and operation and governance issues to inform the next procurement.
- Support cities and towns with corridor and municipal wide bicycle and pedestrian plans, including shared streets and complete streets treatments, and applying for federal and state grant funding. (A,D)
- Work with the Boston MPO, municipalities, and advocacy organizations to develop a regional safety action plan funded through the Safe Streets and Roads for All federal grant program. (A,B,C)

#### **Support transit-oriented development and associated strategies so that new growth produces low vehicle miles traveled.**

- Support municipalities to adopt progressive parking plans and policies for on and off-street parking availability. (A,C,D)
- With the Land Use Department, conduct coordinated land use and transportation planning studies at the subregional, corridor, or transit station level, with a focus on supporting local compliance with the new MBTA communities multi-family zoning requirement. (A,C,D)
- Review and comment on new development projects with a focus on their impacts to the transportation system and encouraging low vehicle miles traveled. (A,D)
- Research areas in the region that face transportation insecurity, which is indicated by low auto ownership rates, lack of convenient public transit, and poor pedestrian infrastructure, to inform where we conduct planning to support equity goals. (C)

#### **Advance decarbonization and improved air quality.**

- Advocate for the electrification of public transit vehicles and fleets. (C,D)
- Collaborate with CTPS on planning to decarbonize freight transportation in the inner core. (C,D)
- Collaborate with the Clean Energy and Municipal Collaboration Departments to advance electric school buses and other municipal vehicles, electric vehicle charging stations, and other approaches to electrify the transportation sector. Apply for federal discretionary grants and coordinate with state agencies. (C,D)

#### **Plan for the impacts of new mobility technology.**

- Develop an e-commerce “regional playbook” that will enable municipalities and the state to mitigate impacts of e-commerce distribution centers. (A,B,D)



- Pilot and promote electric cargo bikes in the Inner Core as a solution to e-commerce and food delivery. (A,D).
- Study the concept of “mobility as a service” (MaaS) as a solution to improving access for low- and moderate-income people, as well as the potential to incentivize mode-shift or low auto ownership among higher income earners. (C,D)

**Bring MetroCommon principles to regional transportation planning and decision-making forums.**

- Serve as Vice-Chair of the Boston Metropolitan Planning Organization. (A,B,C,D)
- Participate in commissions, regional working groups, and advisory committees led by other state agencies. (A,B,C,D)
- Attend and participate in MBTA and MassDOT board meetings. (A,B,C,D)